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The Forty-Seventh Annual Report of Toc H

To be presented to the Central Council on April 15, 1967, by the Central Executive of Toc H, 15 Trinity Square. London, E.C.3.

Photograph of the Year

During the State Visit to Belgium Her Majesty the Queen, Patron of Toc H, visited Poperinge on May 13 specially to see the birthplace of Toc H. Here she is seen leaving Talbot House; behind her, left to right, are the Hon. Angus Ogilvy, Vice-Patron of Toc H; H.R.H. the Duke of Edinburgh; His Majesty King Baudouin of the Belgians; and the Founder Padre of Toc H, the Rev. 'Tubby' Clayton. Photo: R. Vansevenant.

THE OFFICERS OF TOC H

Patron :
HER MAJESTY THE QUEEN
Vice-Patron :
The Hon. ANGUS OGILVY
Founder Padre :
The Rev. P. B. CLAYTON, C.H. M.C., D.D.*
Presidents :

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The Lord Colgrain, M.C.*
Lt.Gen. Sir Edmund Herring, K.C.M.G.
Sir Charles MacLean, Bt., K.B.E.
The Very Rev. the Lord MacLeod, D.D.
The Lord Middleton, K.G.
Rajaiah D. Paul, M.A.
L. G. O. Prideaux-Brune**
H. A. Secretan, C.B.E.*
Rt. Hon. Sir Robt. Tredgold, K.C.M.G.

Vice-Presidents :

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Vice-Adml. Sir Geoffrey Blake, K.C.B
The Rev. K. G. Bloxham
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The Viscount Cobham, K.G.
The Bishop of Coventry
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G. J. Morley Jacob, O.B.E.*
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S. J. de Lotbiniere, C.V.O.
P. Hugh B. Lyon, M.C.
R. E. Donald McKenzie
Loris E. Mather, C.B.E.
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Lt.-Cdr. George W. Potter
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Rt. Hon. Sir Henry Willink, Bt., Q.C.*
Rt. Hon. Richard Wood, M.P.
Cdr. F. G. Wynne, R.N. (retd.)

Trustees :

Sir James Brown, LL.D.* Sir Miles Clifford, K.B.E.*
Rt. Hon. Sir Henry Willink, Bt., Q.C.*

* *Officers of the Corporation.* ** *Officers elect.*

THE CENTRAL EXECUTIVE COMMITTEE, 1966-7

Chairman : Dr. S. F. Mitchell
Founder Padre : The Rev. P. B. Clayton, C.H., M.C., D.D.
Hon. Treasurer : S. V. Berwick
Hon. Administrator : S. G. H. Davis
Administrative Padre : The Rev. A. G. Knight

W. H. Beeton, C.M.G.
Col. Sir Thomas Butler, Bt., D.S.O.
R. Alfred Coates
William T. Crook
Col. J. A. Davies, O.B.E.
G. R. Eustance
H. Gell
R. E. Gill
Colin S. Gregg
T. A. R. Gulliver
Lt.-Col. R. A. R. Leslie
D. E. Lockhart
H. D. Mills
J. B. Poole
C. A. Rowley
A. G. C. Savill
R. S. Thorne

Flexibility is the Keynote

"The Captain of Men evokes initiative and treats his subordinates as fellow-shepherds, not as sheep dogs. Jesus did not say: 'I will make you nets', but 'I will make you fishers of men' with all the initiatives and skill and discretion that such a trade involves." (F. R. Barry in *The Smoking Furnace and the Burning Lamp.*)

LOOKING BACK over the past year the most promising feature has been the growing realisation at all levels in Toc H of the need to be flexible. This has shown itself in so many ways that truly it seems to have been the keynote to the first year after Jubilee.

We tend to believe it is a modern phenomenon that newsworthiness is so often confined to the outrageous, the disastrous and the exciting, but it has always been thus. So it is that the judgement the world makes of us is concerned more with the examples of flexibility we show than with the run of the mill experiences of the average member and the ordinary Branch.

The Annual Report must record that in 1966 as before some 9,828 Branch members and 1,688 General Members gave of their time and money in the fellowship and service of the Movement. During the year, 695 new members joined Toc H, the number of Branches being 754. Our losses in membership were 429 between 1965 and 1966, with Branches down by 47 for the same period, but this figure is offset by 23 new Branches and 24 new groups. This is not the place to speak in detail of the work of individual Branches or members or of its value to countless individuals, but to discern and report on significant trends in the Movement. Is the nature and extent of these trends such that we can hope to enlarge our influence?

A small but significant number of members have concerned themselves with expansion into new units. The techniques of door-knocking, leaflet raids and public meetings have been used but they are only leads-in to the personal invitation which is the solid base of all recruitment. The public image of Toc H is still so incomplete that people wait for an invitation to come to a meeting or share in a job; we cannot say they are apathetic until we have directly offered a personal invitation. It is recognised that many people first become interested in Toc H through the opportunity it offers them of giving personal service. If, however, we can make any claim to be unique, it is in our 'method' of bringing together in creative fellowship those who might otherwise never meet as friends. We need more members to throw off their timidity and make opportunities for bringing together those who would otherwise be deprived of the enriching experience which is ours. The Vice-Patron has invited the Chairman of every Branch in the country to see if their planned activities do as much as is possible in their locality to meet the needs of the lonely, the immigrants, and young people. This exercise has stimulated many Branches to a fresh examination of their purpose and we look forward to the consultations that will take place on this in the coming year.

The vitality shown by new members and new units has been in sharp contrast to the 'stodginess' which unfortunately characterises far too many of the Branches. Too many units are content to be small and an inadequate mixture of men and are caught in the circle of old custom. In the year, one group of Toc H men were determined to make a real attempt to revive "the bringing of the expert to the unit" as the practice of fairmindedness. They booked a good speaker on a matter of local importance and secured seventy acceptances for a full-scale dinner. The whole occasion was so successful that it has been

repeated at quarterly intervals with equal support. Before long a hard core of the diners decided to meet monthly between the quarterly dinners and to connect themselves to various jobs of local service. Another example of a flexible approach, this time to service, is worth quoting from the year's events. The Branch asked its local Borough if they could instal 'flashing lights' in some old people's homes. The Borough insisted that if the job be done at all it must embrace every person needing this service in the Borough as a whole. In the result the Branch accepted a job beyond their physical powers and the Borough saw they had the necessary extra voluntary help from the local schools and youth clubs. The same kind of thing has been done before, of course, and what we call flexibility in this context has had other descriptions in the past.

There has been a widespread recognition that it was the business of the whole Movement to use the methods which have enabled the Schools and Projects Department to bring so many young people to an experience of a vital part of what Toc H is about. Schools contacts and the organisation of projects is no longer regarded as a responsibility of a specialist staff at Headquarters but as an opportunity for local initiative. Of equal significance has been the realisation by some of those who came into contact with Toc H through projects that this is only a part of the totality of experience which is their heritage in a Movement committed to think widely and build bravely. Both young and old have adopted more flexible attitudes to each other.

The Central Guard of the Lamp have correctly interpreted the changed mood of the Movement by their alteration of the membership application form so that a new member joins the Movement, not just a particular Branch. This flexibility of approach to the obligations of membership requires to be matched by more initiative in Areas, Districts and at Branch level to recruit new members both for Branches and as General Members and to enable all General Members to make their contributions to the life of the Movement.

The Central Council showed itself to be flexible when it approved a resolution in favour of the practical steps towards integration by the authorisation of a Joint Executive Team of the Central Executives of Toc H and the Women's Association to which several important subjects would be transferred. The first report of JET is appended hereto.

The Marks have not escaped the "wind of change". The Central Executive appointed a Marks Enquiry Team consisting of Sir Arthur Rucker, Sir James Brown and Ronnie Symons to determine if the Marks were serving the purposes of Toc H as they should and to make recommendations. It is hoped the result of the Enquiry will be available at the 1967 Council.

Publications—New publications during the year include "Our Contemporary World", the lectures given by Iain Fraser at the 1965 North Wales Summer School; "Ceremonies and Prayers for the Family of Toc H"—a successor to "The Family Compass"; an introductory leaflet, "Just Good Friends", and an Order of Service, "A Service of Thanksgiving in Toc H", based on the Jubilee Service. Reprints include "The Second Mile" by Alec Churcher and "Second Wind" by John Callf.

The end of 1966 saw the last of the pocket-size JOURNAL which has held the field since 1947. Our members' reactions to the quarto-size edition beginning in 1967 are awaited with interest.

Training and Dor Knap—Whilst training continues in many places, and enriches the Toc H life of those involved, a greater acceptance of the value of such an exercise is also needed. Small group discussions are almost always the most fruitful and Dor Knap has again played a significant part in this connection.

The Centre has been the means of bringing together in conference and work a wide variety of more than 800 people during the year.

The traditional high standard of hospitality which is now regarded as an indispensable part of Dor Knap has been well assured by the untiring efforts of Tommy and Dorothy Trinder.

Projects—A total of 22 projects were run during 1966. This figure does not include boys' camps for which helpers were recruited. On these projects a total of 217 places were filled, 68 by girls and 149 by boys. Special mention should perhaps be made of the three-week summer programme run for 100 children in Balsall Heath, Birmingham, a two-week holiday for handicapped people run at the W.V.S. home near Nutfield in Surrey and the playground built for gipsy children at a resettlement centre near Camberley.

Volunteers—The total number of Toc H Volunteers is now nearly 400, and there are 23 local groups. Close links have been maintained with Toc H as a whole.

Winant and Clayton Volunteers—Twenty people from Britain went to America under the Clayton Volunteers scheme, and 68 American Winant Volunteers came to this country. The Winant Volunteers worked in eight different cities, including, for the first time, Sheffield and Leeds. Particularly interesting projects this year included working with children of homeless families living in short-stay accommodation in London, and the community service project, involving about 40 pupils, run by a Winant attached to a secondary modern school in Salford. Winants also worked in approved schools and at a mental health centre as well as with youth organisations.

Marks—At its first meeting the Central Executive decided to set up an Enquiry Team to report on whether the Marks are fulfilling the best purposes of Toc H and if any changes in the operation of the Marks were recommended. The Enquiry Team began meeting in September. It has visited the majority of the Marks and is hearing evidence from a wide cross-section of Marksmen, members and friends. The Team's report is expected by March/April 1967, and is expected to make some far-reaching recommendations.

Financially, the Marks have had a bad year, largely due to staffing problems, leading to unsatisfactory housekeeping, but also due to delay in adjusting rates to keep pace with escalating costs. Local committees have made some advances to bring home to local Toc H their responsibility for the Marks but no one can be satisfied that enough has been done to link the Marks to the rest of Toc H.

Much more needs to be done to create a situation in which we can involve the Movement in the operation of the Marks; without such involvement we cannot expect the Marks to take their proper place in the Movement. Leaders of Toc H have come from the Marks in the past and we must see to it that they do so again.

One of the Projects tackled last summer was building this adventure playground for children at a gipsy resettlement centre near Camberley. Photo: P. & M. Photographic, Farnham.

The Old House continues to be well used. The close relationship between Toc H and the town was further strengthened by the visit of our Patron, H.M. The Queen, H.R.H. Prince Philip, our Vice-Patron, the Hon. Angus Ogilvy and H.M. King Baudouin. Tubby's presence to greet them and show the visitors over the House was a triumph of resolution so soon after his illness.

Overseas—With the proposed integration of the overseas work of Toc H and of the Women's Association, over which Alec Churcher as the new International Commissioner will preside, the way is clear for increasingly fruitful collaboration with the Movement in all parts of the world. The strengthening of our personal unity grows ever more necessary as international tensions increase. In our prayer for far-off members occur the testing words "let no shadow come between us to divide our hearts". The emphasis has been and must continue to be, to make these words real. In the meantime, the health of Toc H overseas remains much the same.

Iain Fraser's visit to Eastern Canada underlines the possibilities of growth outwards from the Toronto Mark, which in 1967 we hope will begin to show with the help of Alan Hill.

In South Africa Ken Robson has succeeded Alec Churcher temporarily as Commissioner while continuing to be National Chairman. Ossie Joseph's work has been strengthened by the recruitment of Geoff Brand and there has been a heartening burst of enthusiasm and not only by the development of work with young people.

The visit of the Jubilee Team of nine members from the U.K. to Zambia and Rhodesia in July, 1965, gave a welcome boost to Toc H locally in both countries. It is very sad that Robin Murphy's excellent work was cut short by his tragic illness and death. Political considerations made it necessary for the Central Executive to agree to treat Toc H in Zambia as separate from Rhodesia.

Shortly after he took up his appointment as Honorary International Commissioner Alec Churcher visited Singapore. Plans are in hand for a new experiment in the multi-racial country when and if we have to vacate Talbot House in Scotts Road.

Toc H in India suffered a great loss when Lt.-Col. Sam Rasalam died suddenly in November, 1965; but it faithfully does more than keep its end up. In the North, a new unit has started in Delhi while in the South all the Branches continue their activities.

We rejoiced to receive at Headquarters the usual quota of visitors, the most notable being Sir Walter Nash of New Zealand.

BAOR—The year was one of increasing effectiveness under the vigorous leadership of Squadron-Leader Cyril Minchinton. At Munster we increased our commitments by taking over much of the work previously done by the Church of Scotland. When Cyril Minchinton resigned, his place was taken by Mayne Elson, who now has a full complement of staff.

Southampton—The Seafaring Boys' Club was extended and improved and had a good year, being used more than ever. We are glad to pay a tribute to the legal work of Ted Hillman and Harry Buckle under Commander Wynne's wise and untiring Chairmanship.

Toc H Builders and Donors—We are thankful for the annual support of our 6,745 Toc H Builders and for the donations of many others who give less frequent but no less valued help. Their gifts altogether totalled £16,316 during the year and this is one measure of their appreciation. A new design of Builders leaflet and Deed of Covenant form was introduced during the year.

The accounts also show that £4,333 was received from 2,000 donors in answer to our Vice-Patron's B.B.C. Appeal on November 21st, 1965. Other gifts promised under 7-year Covenants brought the Appeal total to £5,015, as announced in the last Report.

Branch Builders—The Central Council's resolution authorising Branches to enrol Branch Builders who pay half their subscriptions to the Family Purse and half to the Branches which enrol them, resulted in no more than 16 Branch Builder enrolments in the first five months of the scheme.

Westminster Abbey Market and Fair, Dean's Yard—Toc H participated in this celebration of the Abbey's 900th Anniversary in July with 24 other organisations. Branches from all over the country and overseas sent such quantities of goods for sale that the 'Toc H Family stall' itself showed a profit of £983, while a 'shop' opened for three weeks on Tower Hill in August and other subsequent sales raised a further £1,773 by October 31. Another £373 has since been collected from sales at Croydon Centre and 42 Trinity Square. These sums were all shared equally with the Women's Association.

Stock Exchange Dramatic and Operatic Society—A successful performance of "Show Boat" at the Scala Theatre raised £613 for the Croydon Centre and thus added to the debt which Toc H owes to this Society for their continued generosity and confidence in our work.

Elder Brethren — The Movement has suffered the loss by death of: Bishop Tom Savage, former Staff Padre in South Africa and Chaplain at All Hallows; Dallas Ralph, Honorary General Secretary 1940-45; Alexander Miller, Vice-President and Foundation Member; Sir Cusack Walton, former Honorary General Secretary and Headquarters Commissioner for Toc H/BELRA; Ron Temple, Warden of Mark XX, Putney; and Robin Murphy, BAOR staff 1961-64 and staff man for Rhodesia and Zambia from 1964 until his death in January, 1967.

Staff appointments and changes.

U.K. Regional Staff. We have welcomed Neil McNeil (Scotland), Charles Potts (part-time Sussex), Rev. Keith Beck (Taunton), Rev. John Alleyne (part-time Bristol), Rev. Victor Irwin (part-time Leicester), and two Padres who were part-time Mark Padres have become full-time—Rev. David Roberts (now Mark VI, Birmingham) and the Rev. Gualter de Mello (now London Marks). The Schools and Projects staff have been helped by the voluntary help of Colin Parr (Cardiff), John Brereton (Newcastle), Michael Burt (Newcastle), and Adrian Coates (Headquarters), each for about eight months.

Other U.K. Staff. We were glad to appoint Harry Buckle as Asst. Warden, Talbot House Seafaring Boys' Club, Southampton, Ron and Helen Temple as Warden/Housekeeper, Mark XX, until Ron's death in November, Mrs. Marjorie Moore to Headquarters Marks Staff, Wilfred and Dorothy Adkins for H.Q. caretaking in succession to Sid and Ethel Higbee (released for work at All Hallows), Alec Churcher as the International Commissioner H.Q. and Mrs. Dorothy Meade to H.Q. for Marks accounts. Following 'Sam' Bowers' resignation we appointed T. E. O. O. Scrope-Howe as Appeals Organiser, Manchester. Reg Peters transferred from Headquarters Marks Pilot to Honorary Marks Commissioner.

BAOR—It has been a very active year for recruitment. On Squadron-Leader Cyril Minchinton's resignation, Mayne Elson resigned as London Areas Secretary and was appointed Commissioner BAOR. We have welcomed as Assistant Wardens, Gordon Margery, Tony Cock, Miss J. Richardson, J. A. Elvin, John Cattell, R. S. Munro, B. D. Braithwaite, David Ferguson and F. L. Barrington.

Departures—In addition to those already mentioned we have said farewell and thanks to:

Jack Shaw, North West Area Secretary,
Geoffrey Martin, Overseas Secretary,
W. J. Harris, Notts & Derby Area Secretary,
John Jans, East London Area Secretary,
Fred Brooker, Southern Area Secretary,
Rev. Jack Hobbs, Part-time Padre, W. Mids.,
Grace Adams Asst. Accountant, Marks,
Leonora Hague, Tony Strong, Ceris Iles — Assistant Wardens, BAOR
Bill Gibb, Marks Pilot.

CONCLUSION

The opening sentence of this Report speaks of 'initiative', a quality defined in one dictionary as "the ability to transcend precedent or tradition". Not since its early days has Toc H been less bound by tradition than it is to-day; a new generation questions, and would sometimes discard, traditions cherished by their fathers. The course before us lies

between the Scylla of rigidity and the Charybdis of anarchy, and the safe pilot will be he who steers always by his compass. There are no short cuts, and we shall find no easy channel by which we can avoid the difficult waters ahead. We must steer clear, on the one hand, of outworn traditions, archaic ways of spending our time together, threadbare patterns of service, of unthinking direction and of vain repetition; on the other, we must beware lest we are sucked into the whirlpool of the gimmick, of clutching at change because it is different, of new and untried philosophies whose appeal may prove to be to the head and not to the heart.

For fifty proud and useful years members of Toc H have tried to build bravely, to think fairly and to witness humbly. These things they have learned to do, these things they have wanted to do, because of what they have found within the Movement, because through their membership of Toc H they have learned to love their fellow men. They found themselves because in Toc H they found their way to others, and we who follow in their footsteps need have no fear. If we too are prepared to give without measure we can remember with confidence how God used the Old House, and rest the future of Toc H securely on the simple mystery of Love.

STANLEY F. MITCHELL,
Chairman, Central Executive.

GEORGE DAVIS,
Honorary Administrator.

1st February, 1967.

Report by the Joint Executive Team of Toc H and Toc H Women's Association

THE 1966 CENTRAL COUNCILS of Toc H and Toc H Women's Association approved the setting up of a Joint Executive Team (JET) to which the two Central Executives would be invited to transfer certain executive functions. At their first meetings the two Executives appointed their representatives to JET, which held its first meeting on July 13 and thereafter bi-monthly. The undersigned are the joint Chairmen of JET who take the Chair at alternate meetings.

The effect of the setting up of JET is that:—

(a) *Ceremonies and Terms and conditions of Membership* are now the concern of an enlarged Central Guard of the Lamp which, in respect of these matters, operates only through JET. The new Application for Membership form is an example of the responsibility of this part of JET, although it was completed prior to JET.

(b) *Publications and Publicity* for both sides of the Movement are dealt with by a new sub-committee of JET, to which the staff concerned are responsible. This sub-committee is publishing a new introductory leaflet about Toc H and later will issue a follow-up leaflet, both for use by the entire Movement. It has recommended to both Executives that, with effect from January, 1968, the JOURNAL, the LOG and the NEW FORUM be replaced by a new single periodical for the whole Movement. Both Central Executives have approved of this proposal in principle and await the discussion at the 1967 Central Councils.

(c) *Recognition of Joint Units, Formation of Joint Districts or Area Teams, Revision of Boundaries,* are the concern of JET. Circulars about these matters have been sent to staff, Central Councillors and Area leaders on both sides through their respective Headquarters. The response locally has been very varied but it is hoped that by the time of the Council it will be possible to place on record the many substantial advances towards integration that have been made in many places in the short time since the 1966 Council.

(d) *The Overseas Offices* have been renamed the *International Department.* As soon as Alec Churcher, as Honorary International Commissioner, has been supplied with the necessary staff he will take over all the work previously done by the separate Headquarters and will as soon as possible expand this to include relations with immigrants in this country.

(e) *The Old House Committee* is now a sub-committee of JET, having subsequently been remitted by Toc H.

(f) *Extension Methods, New Frontiers and Training.* By a later decision of the two Central Executives, Training was remitted to JET and a separate sub-committee has been constituted to consider methods of training.

(g) *Youth Projects.* From the setting up of the Schools and Projects Department with its own separate Headquarters at 41 Trinity Square, in 1965, it has been a joint department with both men and women staff. It was therefore natural that JET should have remitted to it the control of this joint development.

(h) *Appeals.* In the opinion of JET, appeals to the general public on behalf of the Movement should be organised by a joint appeals department under JET's aegis. Proposals to this end will be put to both Central Executives in due course.

Forward Policy. The object of integration is to provide a Movement of men and women committed to spreading the aims and purposes of Toc H in a society which clearly is in need of help in matters of human relationships. Progress towards integration has been accelerated during the past year, and the climate of opinion is much more favourable. There is no reason to change our earlier opinion that final integration will contain within the same organisation men's Branches, women's Branches, Joint Branches and, subject to geographical considerations, men's District Teams, women's District Teams and Joint District Teams. We are convinced no pressures should be exerted to encourage men's and women's Branches to become Joint. In respect of Districts we cannot help express our view that it is desirable to work towards Joint District Teams as the norm.

The organisational difficulties inherent in the present arrangements of three executive bodies with overlapping responsibilities, especially in relation to staffing, are beginning to be felt and will undoubtedly grow. Such difficulties cause confusion and divert the energies of the staff and voluntary leaders from their main task to organisational matters, to the detriment of the life of the Movement.

We recommend the two Central Councils to consider whether it would be desirable to fix a date for final integration. If this were agreed, it would be necessary to set up a small joint constitution-making body charged with working out the future electoral system and a new constitution. At the appropriate time its proposals would be put to the two Central Councils.

TOM GULLIVER

MARJORIE BERRY

The Accounts

Accentuate the positive
Eliminate the negative—

THIS IS A LINE of an ancient 'pop' song: it seems to sum up pretty well what we mean in Toc H by Stewardship. Whilst we try to avoid the extravagance of those who say, "The Lord will provide for whatever we decide to do", we utterly reject the attitude which is expressed by the words, "Cut your coat according to your cloth", which seems to indicate that in adversity all we can do is to cut back expenditure. The Accounts for 1966 show that we have saved considerably on the budget figure and at the same time income has increased. In the year ahead we are effecting a major economy at Headquarters by 'squeezing' onto one floor and thus increasing our income by letting the third floor. We do not expect to be less effective as a result and we shall still have our main hall for meetings.

The Accounts

The deficit of £17,864 represents a major reduction of £8,156 on the budget which was prepared for the year, largely as a result of working with a smaller staff than was originally intended, but it is exclusive of the unexpected Marks deficit of £3,345. There was also a substantial increase in income.

When compared with the previous year the differences are less spectacular, but the following are worthy of note:—

Expenditure

Office Salaries (£1,190 up)—slightly higher pay in 1966 against a staff shortage in 1965. Travelling Expenses (£946 up)—higher petrol costs, etc., more mileage, partly due to Regionalisation. Rent, Rates and Insurance (£713 up). A large increase in Rates and more rents to pay, some of which however is offset by increased rents received. The BBC Appeal costs account for the increases in Printing, Stationery and Publicity. The figure for Repairs, Renewals and Equipment was below normal in 1965, and the current year includes £670 spent on the cottage adjoining Mark V, Southampton, as well as major repair and decoration of several staff houses. A reduction of £556 on the cost of Training Centres was due mainly to the increased use of Dor Knap.

Income

The increase in the selling price of the JOURNAL helped to provide the gross profit on publications, while the increased Interest on Investments (£762) was a good result in a difficult year. Rents Receivable (£2,027 up) owed much to the extensive use of the Croydon Centre and additional income from 9 The Crescent which the Wakefield Trust generously made available to Toc H at a very low rental. Membership giving increased by £2,685. Although a long way short of the new target of £5 per head, it is a very gratifying response about which we comment later on.

Appeals and Builders

There is also a creditable increase in Builders' subscriptions (£1,010), but this had very little to do with the Branch Builders' Scheme introduced late in the year, a decision of the Central Council. We would thank all our Builders and Donors for their generous gifts and subscriptions, including those who responded so wonderfully to the BBC Appeal made by our Vice-Patron, the Hon. Angus Ogilvy. Special praise is also due to all those involved in the Joint money raising ventures with the Women's Association, namely the Westminster Abbey Fair and the Family Market in the City. Thanks are due also to the Branches, members and other friends who so generously provided articles for the Fair and Market.

Legacies

During the year ended 31 October, 1966, the following legacies were received, totalling £4,513, for which we are deeply grateful. Miss M. D. Black (Part) £6; F. W. Close £100; Miss E. G. F. Develin £100; Mrs. L. A. Dowding (Loughton Branch) £226; Mrs. A. L. Hall £100; Miss M. G. Hinton £50; Miss G. M. Johnson (Mark IV Appeal) £200; T. C.

Jones Voluntary Settlement £80; Mrs. V. C. Long £100; M. M. Phillips (Part) £988; A. R. Reeves £20; Miss M. F. Robertson £153; Mrs. F. C. Rotherwell £100; Miss E. R. Shearman (Part) £250; Miss E. F. M. Shurrock £1,500; C. W. Spears £10; J. A. A. D. Stoner £30; A. G. Walker £500.

Membership Giving and Staffing

A Movement which asks its members to pay for their staff, to pay for their local expenses and to provide for their own local Christian Social Service, is aiming pretty high, and is certainly running against the worldly trends of societies which aim for narrow or enlightened self-interest or which run vast enterprises to obtain a privileged position for their beneficiaries. It is within the nature of Toc H membership that the challenge of sacrifice must continue to be made, and it is for that reason that the Central Councillors adopted the £5 per member target for the Family Purse. How then have we done, and how near are we to providing the minimum staff required?

The 'League Table' shows an appreciable increase in giving which is very heartening; two Areas have reached the target, and we offer our congratulations to North London and West London, also to those who have achieved considerable advances in giving, and of these we mention particularly Beds & Herts, Kent, Lincolnshire, South London, West Midlands, North Western and Western Areas.

The average per head only tells part of the story, and we bring to your attention the actual amount of cash provided by the members of each Region, as it is in Regional Teams that the staff are now organised.

Total Membership Giving by Regions

Midland	£ 7,413
Northern	6,430
South Eastern	11,344
Western	6,965
	£32,152

(Headquarters and Central membership not included).

MEMBERSHIP GIVING 1965/1966

1965			Average Per Head—
		Above New Target (£5)	
134/5	1st	N. London	157/9
69/5	2nd	W. London	101/–
		Above Old Target (52/-)	
74/5	3rd	S. London	92/6
65/6	4th	Beds & Herts	84/8
53/11	5th	Western	78/9
63/–	6th	Surrey	67/10
65/5	7th	S.E. London	67/8
49/9	8th	N. Western	61/9
71/6	9th	Notts & Derby	60/10
45/9	10th	Kent	60/–
46/–	12th	W. Mids.	57/9
47/2	12th	Ireland	57/9
52/5	13th	Southern	57/8
47/2	14th	Lakeland	54/10
47/–	15th	S. Western	53/1
51/4	16th	Sussex	53/–
51/8	17th	E. Mids.	52/5
		Below Old Target	
41/2	18th	N. Wales	50/9
41/6	19th	Northern	50/2
47/1	20th	E. Anglia	48/3
30/4	21st	Lincs.	47/11
41/4	22nd	Manchester	47/6
41/–	23rd	W. Yorks.	46/9
41/7	24th	E. London	42/7
49/10	25th	O. & T.V.	41/7
41/10	26th	S. Wales	37/–
28/3	27th	Marches	35/8
29/10	28th	E. Yorks.	35/–
32/2	29th	Scotland	34/8
50/11		ALL TOC H	57/2
8/2		Tax Recovered on Deeds, Per Member	9/2

When we turn our attention to the cost of maintaining a staff man we may be surprised by the figures on the back page (thanks to Colonel John Davies for some characteristic views of staff)!

There is no need to go further with facts and figures. We suggest that they provide useful information for use in discussion and should enable anyone to realise that more cash is required and why the average basis for giving has been increased to £5 per member. We are often told that if members know what the needs of the Movement are they will respond. We hope that this essay helps, and that many more members will back the Council's resolution with cash, particularly under Deed of Covenant, the adoption of which method by 50 per cent of the members would solve the problem.

Marks

The Accounts show the poorest result from Marks for a number of years, and as the deficit will reduce the amount available for repairs, equipment and decoration during the present year it must be a matter of great concern. Catering costs and charges to Marksmen are now the responsibility of local Provincial Committees and the London Committee. Generally speaking, we incline to the view that charges were not increased early enough to meet the inevitable rising costs. It is to be hoped that the recent increases in our charges, the announcement of which rocked the nation's Prices and Incomes policy, will have the desired effect and that a surplus will result in the current year.

It is not an easy task to run a Mark at a profit, and the smaller the house the more difficult it is. Congratulations therefore to the Committees, Wardens and staff at Mark XVI, Swindon, and Mark XXII, Denmark Hill, London, for producing profits amounting to £164 and £177 respectively.

Toc H Work with the Services

B.A.O.R. The net loss on the four German Clubs was £1,326, the turnover being increased by over £20,000 partly due to additional commitment taken over in June from the Church of Scotland in Munster. All Clubs were busier, which enabled high travelling expenses, dearer Deutschmarks and a heavier purchase of vehicles and equipment to be absorbed by the increased profit on trading.

Our work in Germany is subsidised by a Government grant which, in the current year, amounted to £20,750. In addition, in the Balance Sheet, you will see that we also received a further grant amounting to £1,121 in respect of previous years.

Talbot House Seafaring Boys' Club, Southampton

In contrast to recent years, the result at the Club is disappointing, a loss of £744 being sustained. Difficulty was experienced over staffing, and the builders and decorators were in attendance the greater part of the year.

Talbot House, Singapore

£450 was allocated towards the Warden's salary in respect of the Club's work for the Services.

Properties and Cash

Additions during the year included the Langdale Centre (£2,033), staff houses at Taunton and Liverpool, and a great deal of the new extension of Mark XX at Putney (£10,982). Improvement of Talbot House Seafaring Boys' Club also continued. Sales included the staff house at Oxford and 31 The Common, Woolwich. The total value of fixed assets increased by £24,144. Although a good proportion was paid for by cash from appeals and legacies, we were fortunate that a substantial capital payment in respect of the lease of surplus land at Southampton at last became available.

We are very grateful to Branches and members for the response to our appeal for loans which greatly helped us to finance the Movement during the thin days of summer, thus greatly reducing the bank interest payable on our overdraft.

Conclusion

We have in recent years been subjecting ourselves to close reappraisal. It is, we believe, essential that we should soon end this period of introspection and go forward armed with the knowledge which we have so painfully learned, and using whatever methods are relevant to the situation. Although the ideals of the Movement are sacred, the methods of interpretation must always be open to the workings of the Holy Spirit in the

minds of men, and if they are we shall be ready to accept the challenge of the ever changing times in which we are now living. Our past history indicates that this has not always been freely accepted by the membership: we are inclined to do what we have done before and shut our minds to the tremendous new possibilities which are open to us. So often we quite unfairly compare the methods used by other groups of the Family unfavourably with our own and do not take into account the difference in nature and resources involved.

We must simplify in order to examine methods, but broadly speaking the Toc H methods can be divided into two groups, as follows:—

Professionally sustained Marks, Centres, and Schools and Youth Projects.

These are run largely by paid staff and may be housed in a building having an investment value of anything between £5,000 and £70,000.

Voluntarily sustained Branches, Mobile Action and Pioneers.

Almost completely autonomous groups who work without need of any capital investment. Toc H is a voluntary society and these groups ideally represent the ultimate aim of the Movement, by providing a virile Christian adventure in the community.

While within each group effectiveness is more comparative it seems to us a mistake to compare any professionally sustained expression of Toc H with one that is voluntary. This is not to say that they are isolated, one group from the other, but just to recognise that there is a difference; therefore similar results should not necessarily be expected. Both groups are however interdependent and should aim to communicate and enrich one another with ideas and manpower. It is only in the recognition by us of our responsibilities in respect of every method employed by the Movement that the tremendous power latent within Toc H will be released to the glory of God and the benefit of our fellows.

STANLEY V. BERWICK
Hon. Treasurer.

KEITH REA
Finance Secretary.

The spirit of brave building. Members in the village of Llanarmon-yn-Ial in North Wales convert an old cow-shed into their new Branch Headquarters. Photo: Bob Harvey.

TOC H (Incorporated by Royal Charter)
STATEMENT OF FUNDS AT OCTOBER 31, 1966

1965 £	1965 £		£	£
	181,224	INVESTMENTS (Market value 1966 £215,080; *1965 £220,590*) ...		202,060
		FREEHOLD AND LEASEHOLD PROPERTIES, FURNITURE AND EQUIPMENT		
479,532		AND MOTOR VEHICLES	500,342	
83,330		*Less:* Mortgage on Freehold Headquarters	79,996	
	396,202			420,346
	577,426			622,406
		CURRENT ASSETS:—		
9		Current Account—Toc H Services Fund	12,691	
7,992		Loan Account—Toc H Services Fund	—	
22,388		Sundry Debtors and Payments in advance	18,636	
6,178		Balances at Banks and cash in hand	3,733	
	36,567			35,060
	613,993			657,466
		Less: CURRENT LIABILITIES:—		
49,366		Loans from Branches and others (£3,253 secured)	51,669	
24,977		Sundry Creditors and Income received in advance	23,606	
21,566		Bank Overdrafts (secured)	50,398	
	95,909			125,673
	£518,084			£531,793

1965 £	1965 £		£	£
		The above assets represent the following funds and amounts set aside:—		
		FOR SPECIAL PURPOSES:—		
69,308		Endowment of Chaplaincies Fund	69,308	
10,000		Wakefield Fund	10,000	
55,394		Other Funds	50,758	
	134,702			130,066
		ACCUMULATED FUND:—		
		(This includes the provision of Marks, Headquarters and other		
362,003		buildings, furniture and cars)		386,629
21,379		FOR FUTURE EXPENDITURE		15,098
	£518,084			£531,793

Supplementary Information regarding items appearing in the Statement of Funds at October 31, 1966

PROPERTIES, etc.:—	As at 31.10.65 £	Net Additions £	Depreciation for year £	Balance at 31.10.66 £	
FREEHOLD AND LEASEHOLD PROPERTIES at cost or value when given, less amounts written off	460,618	20,766	193	481,191	
FURNITURE AND EQUIPMENT at cost, less depreciation...	9,649	Cr. 13	650	8,986	
MOTOR VEHICLES at cost, less depreciation	9,265	3,534	2,634	10,165	
	£479,532	£24,287	£3,477		£500,342

No Depreciation is provided on Freehold or Long Leasehold Properties.

OTHER FUNDS FOR SPECIAL PURPOSES:—	As at 31.10.65 £	Income £	Outgoings (see note) £	Balance at 31.10.66 £	
Chaplaincy Endowment Income	14,900	4,293	4,265	14,928	
Services Account	20,646	2,397	1,791	21,252	
Other Funds	19,848	3,924	9,194	14,578	
	£55,394	£10,614	£15,250		£50,758

Note: Outgoings include £4,224 transferred to Income and Expenditure Account. Income includes £1,997 grant for Services work charged in Income and Expenditure Account.

	£	£	£
ACCUMULATED FUND:—			
General Funds as at October 31, 1965		344,701	
Add: Receipts during the year in respect of:—			
(1) Mark III rebuilding	2,986		
(2) Mark XX extension (including balance of Mark XX Appeal)...	4,407		
(3) Extensions at Talbot House Boys' Club, Southampton ...	4,931		
(4) Special receipts	1,259		
	13,583		
Add: Net profit on realisations:			
Investments	10,373		
Lease of land at Southampton	12,007		
Other Properties	3,429		
Transfer from Repairs and Renewals Equalisation Account ...	3,000		
	42,392		
Less: Transfer to Mark V Appeal	3,000		
		39,392	
		384,093	
Less: Excess of Expenditure over Income for the year		10,453	
			373,640
Legacy Fund as at October 31, 1965		17,302	
Add: Legacies received during the year		4,513	
		21,815	
Less: Legacy (Loughton Branch)	226		
Legacy transferred to Mark IV Appeal	200		
Amount transferred to Income and Expenditure Account... ...	7,411		
		7,837	
			13,978
			387,618
Deduct: Allocation to Amounts set aside for future Expenditure (repayable)			989
			£386,629

	£	£
AMOUNTS SET ASIDE FOR FUTURE EXPENDITURE:—		
SUPERANNUATION AND BENEFIT RESERVE: As at October 31, 1965	3,954	
Amount charged to Income and Expenditure Account	1,345	
	5,299	
Less: Net Expenditure	900	
		4,399
REPAIRS AND RENEWALS EQUALISATION ACCOUNT: As at October 31, 1965	13,243	
Amount charged to Income and Expenditure Account:		
Marks Account	14,600	
General Account	1,430	
	29,273	
Less: Expenditure £19,276		
Transfer to Accumulated Fund £3,000		
(Marks £20,140: 1965 £10,529)	22,276	
		6,997
CARDIFF CENTRE APPEAL:		
Donations received during the year		574
MARK IV APPEAL: Expenditure	1,451	
Less: Receipts	462	
	989	
Add: Allocation from Accumulated Fund (repayable)	989	
		—
MARK V APPEAL:—		
Donations received during the year	128	
Add: Transfer from Accumulated Fund	3,000	
		3,128
		£15,098

INCOME AND EXPENDITURE ACCOUNT

(not including

1965 £		£	£
	Salaries:—		
6,739	Chaplains	7,158	
33,613	Lay Staff	33,251	
11,041	Office Staff	12,231	
			52,640
5,406	Staff Pension Scheme	5,251	
826	Staff Superannuation and Benefit Reserve	745	
			5,996
8,532	Travelling Expenses		9,478
2,584	Expenditure on account of Toc H Overseas		2,440
2,731	Rent, Rates and Insurance		3,444
759	Heating and Lighting		890
3,236	Postages and Telephones		3,077
1,353	Printing and Stationery		1,753
302	Professional Fees		305
1,603	Office and General Expenses		1,885
1,642	Repairs, Renewals and Equipment		2,606
1,055	Training Centres—net cost		499
2,200	Depreciation		2,684
83,622			87,697
1,054	Expenditure on Exhibition		144
2,219	Publicity		2,592
1,264	Publicity (Builders' Journals)		1,319
7,588	Interest on Loans and Bank Charges		7,143
	Grants:—		
1,000	Women's Association	1,000	
1,997	Services Account...	1,997	
645	Services Fund	1,791	
1,151	Loch Eil Group Scheme	103	
512	Talbot House, Poperinge and Branches	738	
			5,629
517	Deficit on Publications		—
1,928	Toc H Women's Association Builders (*per contra*)		2,103
—	Marks—Excess of Expenditure over Income for the year ...		3,345
£103,497			£109,972
23,247	Gross Deficit brought down		17,864
£23,247			£17,864

(Incorporated by Royal Charter)

FOR THE YEAR ENDED OCTOBER 31, 1966

Toc H Services Fund)

1965 £		£	£
	Subscriptions and Contributions from Members and Branches:—		
30,491	Home	33,240	
348	Overseas	284	
			33,524
12,182	Toc H Builders Subscriptions (including Toc H Women's Association £2,103)		13,192
—	Surplus on Publications		1,317
203	Sundry Receipts		290
43,224			48,323
9,000	Investment Income		9,762
17,063	Rents Receivable and Interest on Loans...		19,090
	Amounts transferred from Funds for special purposes:—		
4,385	Chaplaincy Endowment Income	4,224	
645	Services Account...	1,791	
74	Other funds in respect of Development Expenditure ...	74	
			6,089
74,391			83,264
	Special Contributions:—		
5,563	Donations...		3,124
—	B.B.C. Appeal		4,343
—	Westminster Abbey Fair		491
—	Family Market		886
296	*Marks—Excess of Income over Expenditure for the year* ...		—
23,247	Gross Deficit carried down		17,864
£103,497			£109,972
7,730	Amount transferred from Legacy Fund		7,411
15,517	Excess of Expenditure over Income charged to Accumulated Fund		10,453
£23,247			£17,864

BALANCE SHEET

1965 £		£	£
	CURRENT LIABILITIES:—		
28,678	Sundry Creditors and Accrued Charges	22,768	
7,803	Headquarters Current Account	13,422	
			36,190
	TOC H SERVICES FUND:—		
	Excess expenditure over income per attached account ...	2,912	
		£	
	Less: Grant from War Office for previous years ...	1,121	
	Grant from Toc H (Services Account)	1,791	
		2,912	
—			—
£36,481			£36,190

INCOME AND EXPENDITURE ACCOUNT

1965 £		£
41,440	Salaries and Wages (including welfare staff)	45,149
90,298	Canteen Goods consumed...	103,128
4,119	Rent, Rates and Insurance	5,068
3,632	Heating and Lighting	3,793
316	Printing and Stationery	209
1,016	Postages and Telephone	976
180	Laundry Charges	203
1,274	Publicity and General Expenses	2,223
1,387	Travelling Expenses	2,364
1,325	Repairs, Renewals and Equipment	3,247
150	*Depreciation of Furniture and Equipment*...	—
941	*Defalcation in Germany*	—
797	Grant to Services Club—Far East	450
34	*Special Work—Cyprus*	—
£146,909		£166,810

AUDITORS'

To the Central Council of Toc H Incorporated

In our opinion:—

(a) the annexed statement of funds and income and expenditure account of Toc H affairs of the Corporation as at 31st October, 1966, and of its income and expenditure for the

(b) the above balance sheet and income and expenditure account of Toc H Services received from officers of the Clubs give a true and fair view of the state of affairs of the Fund

We have obtained all the information and explanations which we considered necessary above-mentioned accounts are in agreement with them.

3 Frederick's Place,
Old Jewry, London, E.C.2.
2nd March, 1967.

SERVICES FUND

SEPTEMBER 30, 1966

1965 £		£
	CURRENT ASSETS:—	
7,243	Cash at bank and in hands of officials and Army Pay Office	18,023
17,718	Stock on hand at or under cost	11,636
11,520	Sundry debtors and payments in advance	6,531
£36,481		£36,190

FOR THE YEAR ENDED SEPTEMBER 30, 1966

1965 £		£
1,991	Donations for General and Overseas Work	2,028
20,200	Grants from War Office	20,750
195	Interest	18
120,289	Canteen and Billeting Receipts	141,102
4,234	Excess of Expenditure over Income carried to Balance Sheet...	2,912
£146,909		£166,810

REPORT

Incorporated (not including Toc H Services Fund) give a true and fair view of the state of year ended on that date and
Fund in which the amounts included in respect of the Services Clubs are based upon returns as at 30th September, 1966, and of its income and expenditure for the year ended on that date.

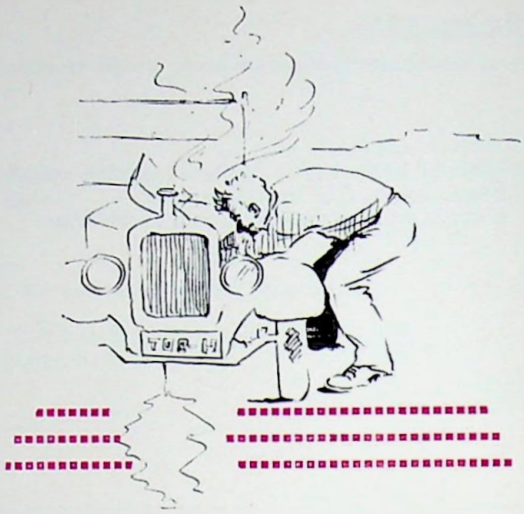
In our opinion, the Corporation has kept proper books and received proper returns and the

PRICE WATERHOUSE & CO.
Chartered Accountants.

AVERAGE COST OF A REGIONAL STAFF MAN

SALARY

Average Basic.....	834
Average allowances for marriage and children.....	162
Additional compulsory payments to the State	55
	£1,051

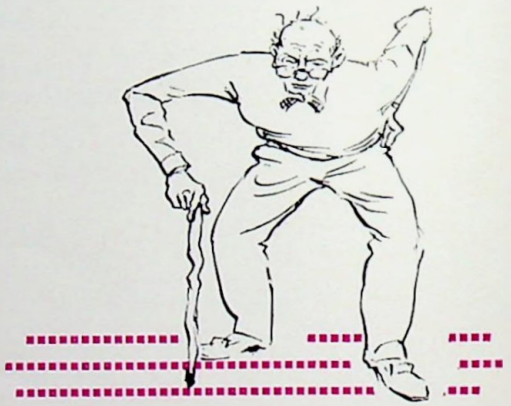


TRAVELLING

Car, average mileage 13,980, Cost, including depreciation interest on capital, etc.....	402
Trains, meals and accommodation	85
	£487

HOUSING

Interest on capital and upkeep costs, not recovered by way of rent	£120



PENSION

Premium or reserve paid or put aside.....	72

OTHER EXPENSES

including postage, telephone and share of Regional Office expenses	160
COST PER YEAR	**£1,890**